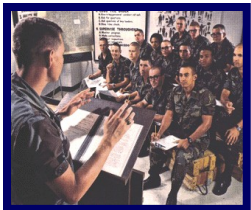
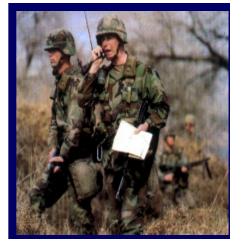
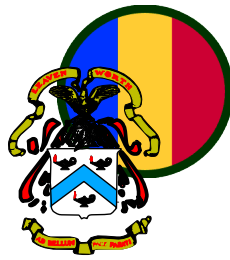


Leader Development Campaign Plan (LDCP)



Transforming Leader Development
TO SUPPORT ARMY TRANSFORMATION



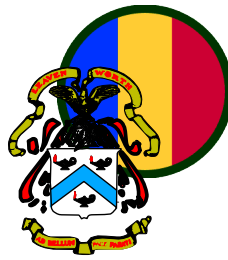


Purpose

**To provide an overview of the
leader development campaign
plan -- transforming officer
institutional training and
education.**



Agenda



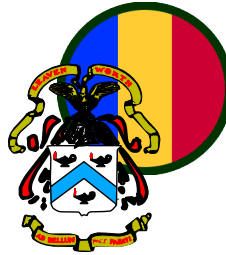
⇒ OES Feedback

- Leader Development Campaign Plan (LDCP) Concept of Operations**
- LDCP Decisive Operations**
 - Basic Officer Leader Course (BOLC)**
 - Intermediate Level Education (ILE)**
- LDCP Shaping Operations (RC)**
 - RC Tactical Commanders' Development Course (TCDC)**
 - Operational Level of War Education**
- Tomorrow's OES**



OES Feedback

1 of 2



Officer Expectations

- **Disparity in skills from the three primary commissioning sources**
- **OES from OBC thru CGSOC is not meeting officer educational needs or expectations.**

Combined Arms

- **Branch courses do not focus on combined arms and miss shared training with NCOs & WOs**

Battle Captains

- **OAC and CAS³ have redundancies; neither have digital C2 or Battle Captain training**

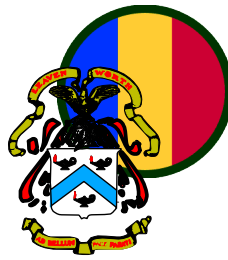
MEL 4

- **50% CGSOC selection policy is a negative discriminator affecting morale; Non-resident CGSOC has low educational value**



OES Feedback

2 of 2



Battalion & Brigade Command

- **PCC officers have little time to practice tactical commander skills; digital C2 not addressed**

Operational Level of War

- **An Operational Level of War educational “gap” exists between CGSOC and AWC curriculums**

Faculty

- **Best qualified teach most experienced (SSC); the least qualified teach least experienced (OBC/OAC)**

Standards, Assessment, Feedback, and Accreditation

- **Branch and FA performance standards do not exist; OES lacks a comprehensive military accreditation process**

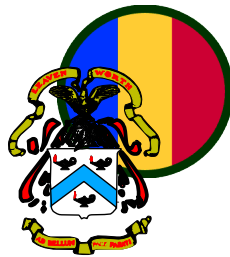
Distance Learning

- **DL benefits have not been demonstrated to the officer corps; most believe DL increases workload &**



Where OES is going...

Guiding Principles

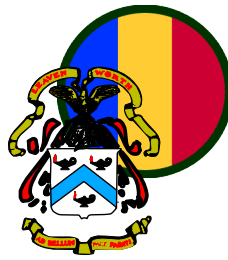


- ✓ Right education, right officer, right place and time
- ✓ Bonding, Cohesion, and Trust in Cohorts
- ✓ Combined Arms and Joint Operations
- ✓ Sequential and Progressive
- ✓ Standards, Assessment, Feedback, and Accreditation
- ✓ Life-Long Learning

Future Focus

- ✓ Strengthen the warrior ethos and Warfighting focus
- ✓ Increase & enhance combined arms & joint training & education
- ✓ Increase performance-oriented training and education
- ✓ Embed digital C2 training
- ✓ Develop & implement shared training events with NCO/WO courses
- ✓ Increase emphasis on developing Bn/Bde commanders
- ✓ Change faculty selection and assignment strategy to ensure the Army's best qualified,
most experienced instructors teach the least experienced students
- ✓ Integrate Distance Learning; focus on self-directed, self-development
- ✓ Strengthen education on the operational level of war





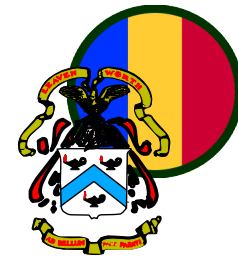
Leader Development Campaign Plan (LDCP) Concept of Operation Overview

- **Develop an OES model for full spectrum operations that links Pre-commissioning through Army War College**
 - **Provides realistic, challenging, and relevant training and education**
- **Expand Use of distance learning as appropriate**
- **Leverage and Integrate CTC Experiences**
- **Share Officer, WO, and NCO Training and Education**



Campaign Plan Concept

The right education, right officer, right place, right time...



Needs Analysis is

COMMISSIONING
PRE-DESIGN

BOLC
(I & II)

Platoon/
small
unit
Leader

ILE

Field
Grade
Leaders,
Command
& Staff

Objective
Force
Leader
Development
System

Strategic
Leaders

BSOC
and
CABCC

Company
Cdr and
Battle
Staff
Leader

PCC

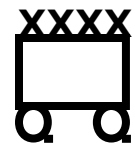
AWC

Bn & Bde
Cdrs

On Order

SUSTAINING Ops

- Standards,
Assessment,
Feedback &
Accreditation



Decisive Ops



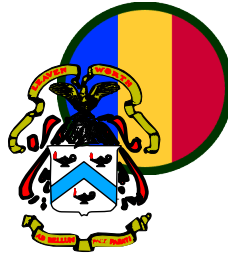
Shaping Ops

LD



Concept of Operations

1 of 3



Decisive Operations:

- Basic Officer Leaders Course (BOLC) for all Lieutenants
- Intermediate Level Education (ILE) for all Majors

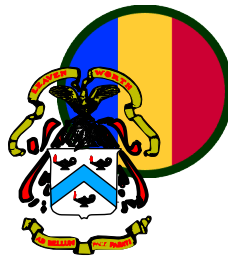
Decisive Because:

- Apply limited resources at critical transition points in an officer's career - focus excellence on where we can have the greatest impact
- Strong feedback from the field supports these operations
- Initial Company and Field Grade Combined Arms education
- Instill Army Culture in Company Grade officers; Reinforce Army Culture in Field Grade officers



Concept of Operations

2 of 3



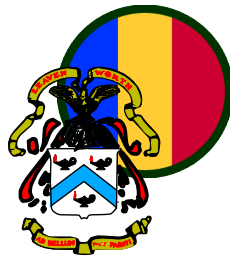
Shaping Operations:

- **CAS³ Transition to Battle Staff Officer Course (BSOC)**
- **Combined Arms Battle Command Course (CABCC)**
- **Command Preparation for Battalion and Brigade Commanders**
- **Operational Level of War Education (JPME I & II)**
- **Land Warfare University (LWU)**



Concept of Operations

3 of 3

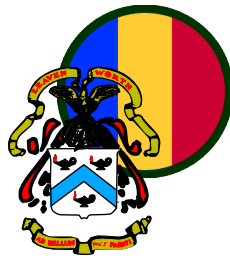


Sustaining Operations:

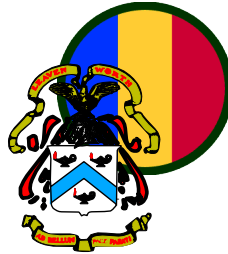
- **Standards, Assessment, Feedback, and Accreditation**

Coordinating Instructions:

- **Distance Learning (DL)**
- **OES Faculty & Staff**
- **The Army School System (TASS)**
- **Combat Training Center (CTC) Integration**
- **Advanced Civil Schooling**
- **Institutional Digital Education Plan (IDEP)**



Decisive Operations



Basic Officer Leader Course (BOLC)

Phase I + **Phase II** =



7 weeks
All Branches

12.4 weeks
Branch
Proponent Location

Exact Length and Skills determined through Needs Analysis

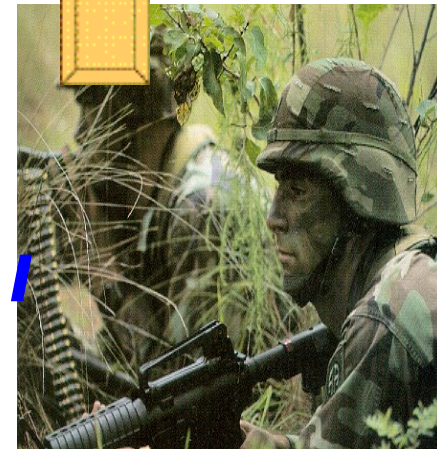
Basic Officer Leader Course Phase I

Phase I Purpose:

To develop leaders with a common warfighting focus & warrior ethos and meet 2LT expectations.

Principles:

- ✓ Provide common Army standard for small unit leadership and officership.
- ✓ Foster bonding, rapid team building, cohesion, and trust in combined arms cohorts
- ✓ Increase self-awareness and self-confidence
- ✓ Focus on experiential leadership in a combined arms environment





Basic Officer Leader Course Phase I



Phase II Purpose

To provide 2LTs with training on platoon level, branch specific tactical and technical skills.

Field Environment
3 weeks--24/7

Tactical Phase

Infantry/Arm
or
Signal

Engineer

Intelligence

Field Artillery

Ordnance

Technical Phase

Branch Specific Platoon Leader
Technical Skills

Hands-on
performance
oriented training



Functional Training

Maneuver

- ✓ Pathfinder
- ✓ Ranger
- ✓ Airborne

Maneuver

- Support
- ✓ COMSEC
- Custodian

Maneuver

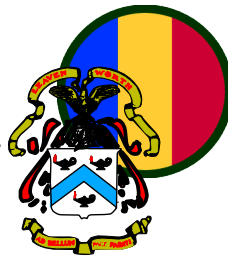
- Sustainment
- ✓ Petroleum Officer
- ✓ Food Service

BOLC Endstate

2LTs who have a common bond with their combined arms peers, are tactically and technically proficient small unit leaders ready to assume leadership positions in their units.



Initial Entry Training and Education for Lieutenants

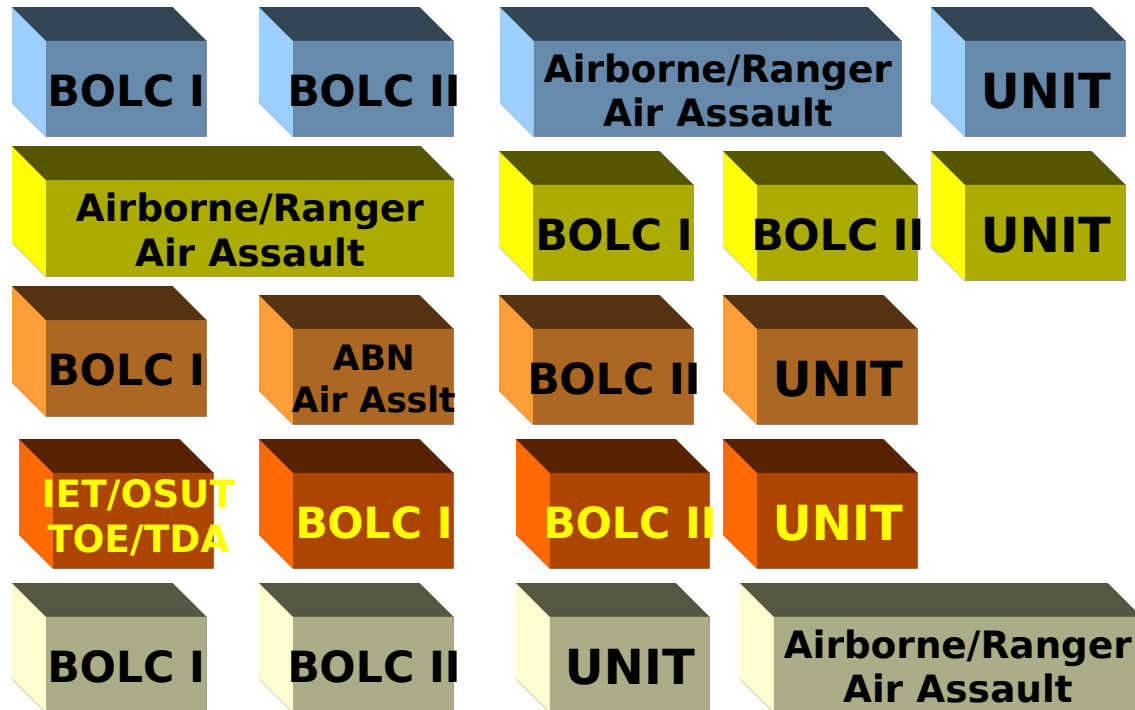


Goals

-- Proposed Model --

- Bring 2LTs on Active Duty as soon as possible after graduation.
- No unproductive lags between Tng.
- Trained 2LTs to unit as soon as possible.
- Blend sources of commissioning in all IET courses

OCS
USMA
ROTC
ARNG
OCS



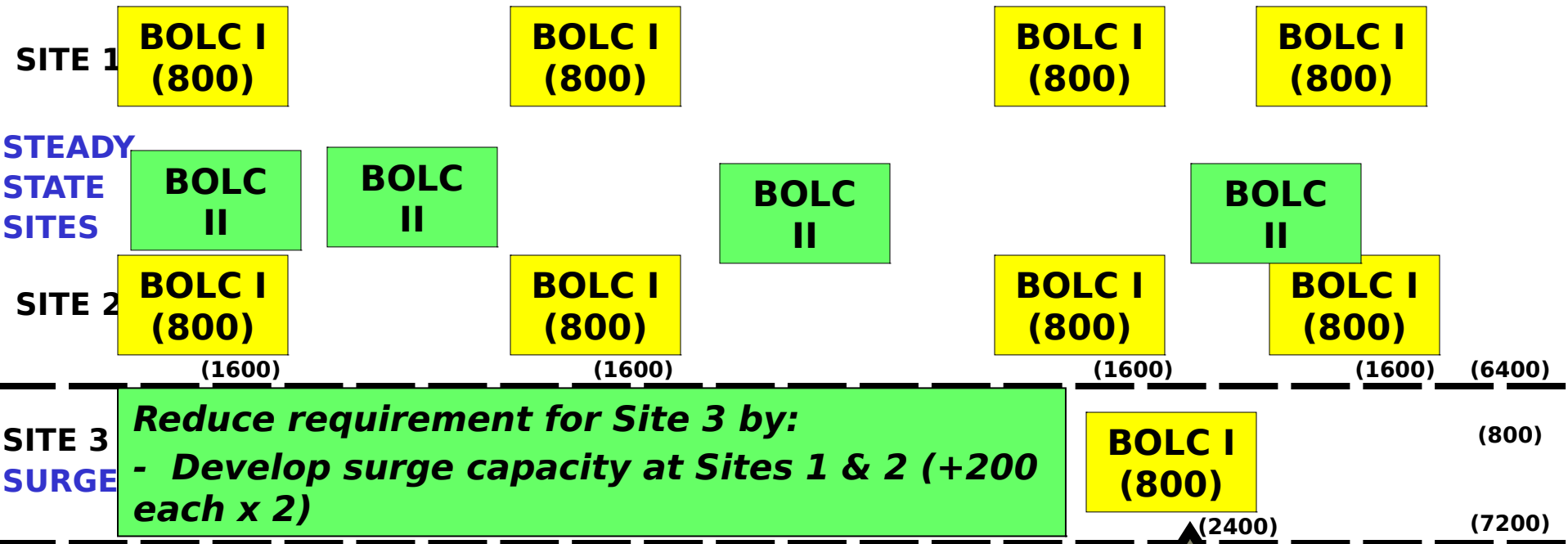
Many paths to success...



BOLC Synchronization

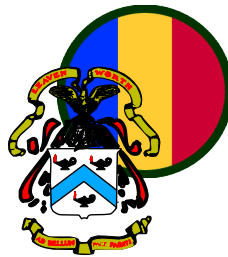


OCT NOV DEC JAN FEB MAR APR MAY JUN JUL AUG SEP 7000 LTs/YR



Specific tasks and length of curricula will be based on OES Needs Analysis and Commandant's recommendations

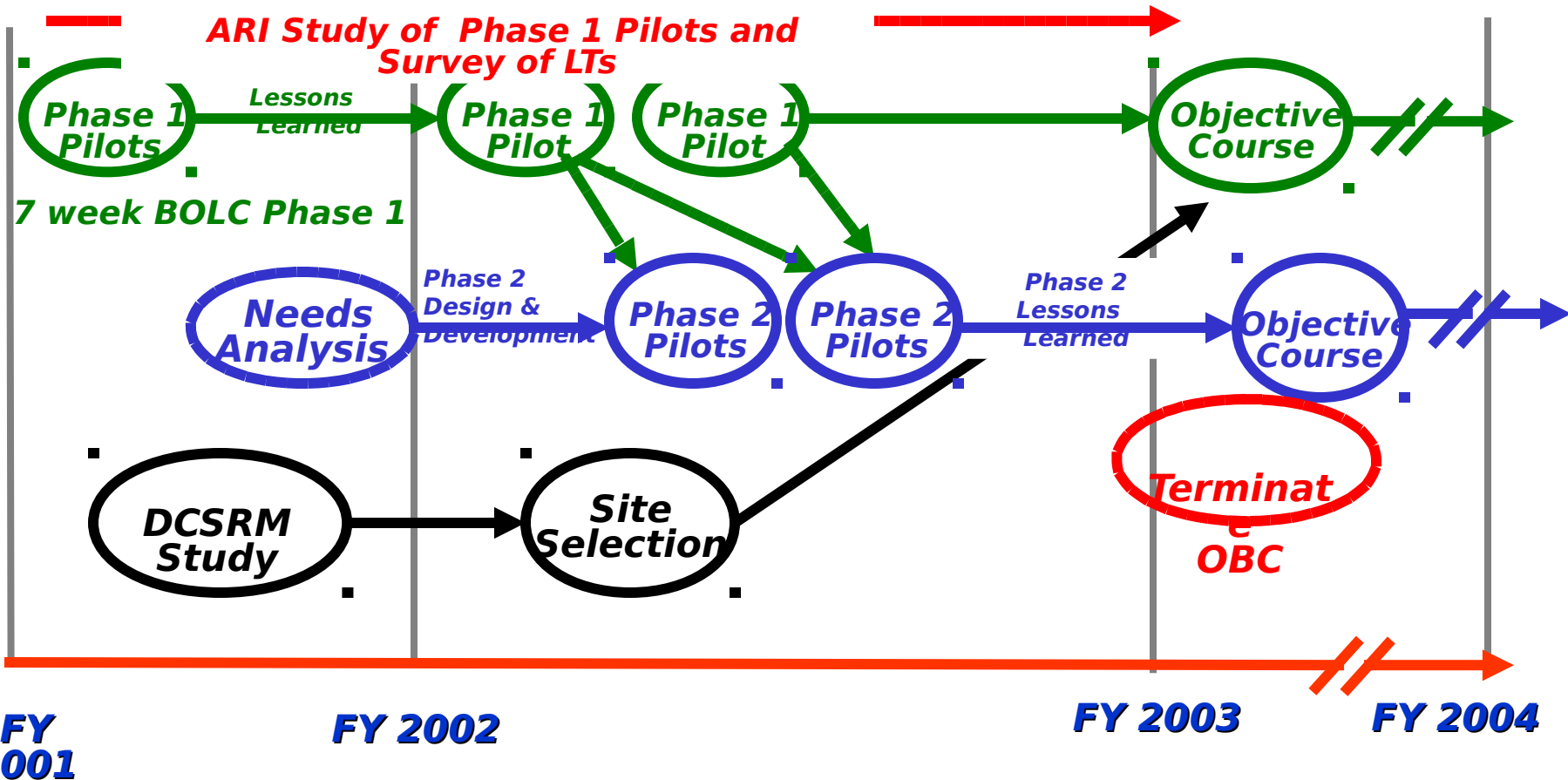
TASS
Branch Schools
CGSC
ROTC / USMA
"Surge Faculty"



OBC Progression to Basic Officers Leader Course (BOLC)

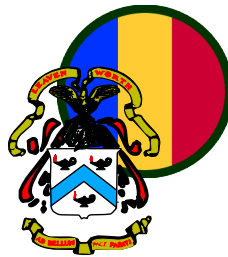
**BOLC
(Design & Development)**

**BOLC
(Implement)**





Why Intermediate Level Education?



1997 OPMS XXI study recommendations:

- ✓ **100% Army competitive category (ACC) officers attend resident**
- ✓ **MEL 4 so every field grade officer has the education to man key career field (CF), branch (BR) and functional area (FA) jobs**
- ✓ **No quotas by branch and functional area**
- ✓ **No selection board, no quality cut**
- ✓ **100% BQ / FA qualification opportunity**

1998 feasibility study conducted by CGSC:

- ✓ **100% Army officer resident MEL 4 attendance is prohibitively expensive: increased TTHS and joint impacts viewed as most significant**
- ✓ **CGSC examined alternatives for providing ACC managed officers with a equivalent MEL 4 experience and increased resident opportunity**

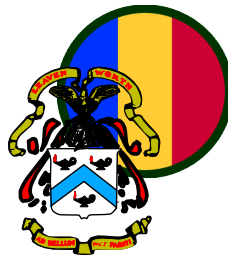
1999 GEN Reimer approved and started the ILE process:

- ✓ **Make education more appropriate to what field grade officers will be doing in their career fields**
- ✓ **Conduct pilot programs through FY 03**
- ✓ **Full implementation in FY 04**

2001 Army Training and Leader Development Panel - officer (ATLDP) Report



What is ILE?



ILE principle -- right education, right officer, right place, right time...

Increased
Resident
Opportunity

Fort Leavenworth
Extended Campus Sites
SS Distributed Classroom
Correspondence Course



Major

ILE Common Core

Nominative or FA Training &
Assignments

Company Command / BQ Assignment

AOL & BCC

Platoon Leader/Executive Officer
Assignments

Basic Officer Leader Course

ILE Common Core Course **CF/BR/FA Education**

Or...

CF/BR/FA Education ILE **Common Core Course**

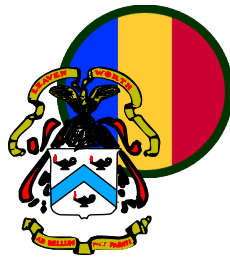


By design, All majors receive a quality, tailored education to better prepare them for their future contributions to the Army





ILE...The Right Education



Education that provides:

Core Curriculum:

- ✓ **Provides Joint Professional Military Education (JPME I) education requirements**
- ✓ **Satisfies DOD and DA directives; TRADOC requirements**
- ✓ **Addresses requirements of full spectrum operations and Army Transformation**
- ✓ **ILE emphasis on intellectual development and practical mastery**

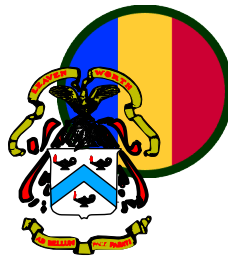
Branch, Functional Area, and Career Field specific education:

- ✓ **Addresses specific OPMS XXI career field, branch and functional area needs**
- ✓ **For OPCF officers, the Advanced Operations and Warfighting Course (AOWC) provides a graduate level education in tactical warfighting and prepares them for battalion command**
- ✓ **Officers in IO, IS and OS career fields receive FA specific training and education (e.g., Q-courses; advanced civil schooling (ACS); training with industry (TWI))**

ILE provides majors tailored education for their next 10



Extended Campus Site Capabilities



Target Audience: IO, IS, OS career field CPT(P) and Majors based on CF/FA education centers and field grade officer population density

- **Staff Group 12-18 IO, IS, OS officers**
- **2-3 Contract / Military Instructors per staff group**
- **Instructors trained, certified and monitored by CGSC**
- **Classroom with large screen projection**
- **Minimum 2 computers per classroom**
- **Library facility access**
- **Internet access to Ft. Leavenworth**
- **VTC capability**
- **Utilize existing AC and RC distance learning (DL) facilities**

Potential Sites* Population

Ft. Lee	110-145
Ft. Belvoir	125-155
Ft. Gordon	110-125
Ft. Sam Houston	60-75
DLI / NPG	100-125
Fort Leonard Wood	28-70
West Point	200-300
Europe	**
Pacific	**

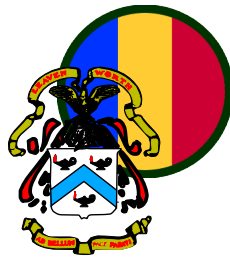
*** Not synchronized with BRAC**

**** Site / Population analysis**

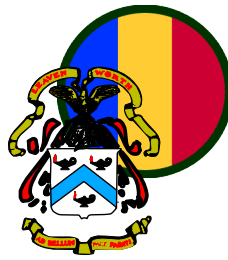
TBD



Recent RC ILE Discussions



- **LTG Plewes and LTG Schultz have placed reps with the core curriculum development.**
- **Believe the implementation timeline for ILE in the RC should be accelerated.**
 - **Discussion topic at the upcoming 25-26 Aug TASS advisory council meeting (TACM).**
- **Believe the CGSOC correspondence course should be a distance learning (DL) course with increased educational value.**

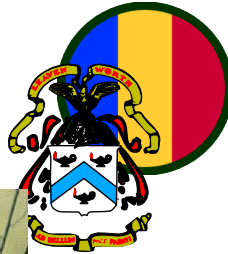


Shaping Operations

(RC Initiatives)



Reserve Component TCDC



Purpose: To prepare RC officers to take command of battalions and brigades.

- Tailored to the needs of, and time available to RC commanders
- Resident or exportable instruction
- Deliberate practice in critical commander skills.
- Pilot in FY02

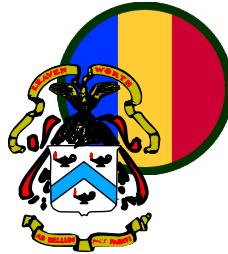
A program for the RC, that is comparable to the AC TCDC / BCDC



Endstate: RC Commanders who are better prepared to fight and sustain their tactical units.



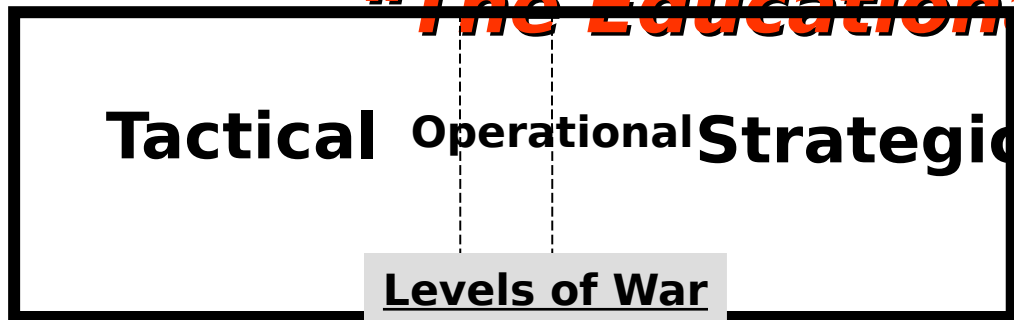
Operational Level of War Education



CGSOC

USAWC

"The Educational Gap"



Mid 60s through early 80s

CGSOC

SAMS

USAWC

Late 80s through Today

Tactical Operational Strategic

ARFOR, JTF, JFLCC

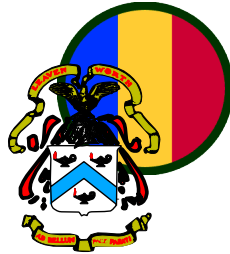
Levels of War

SAMS = 52 students/year

- Focus of CGSOC is Tactics
- Focus of AWC is Strategy
- Educational gap exists in teaching operational level of war



Operational Level of War Education



Problem

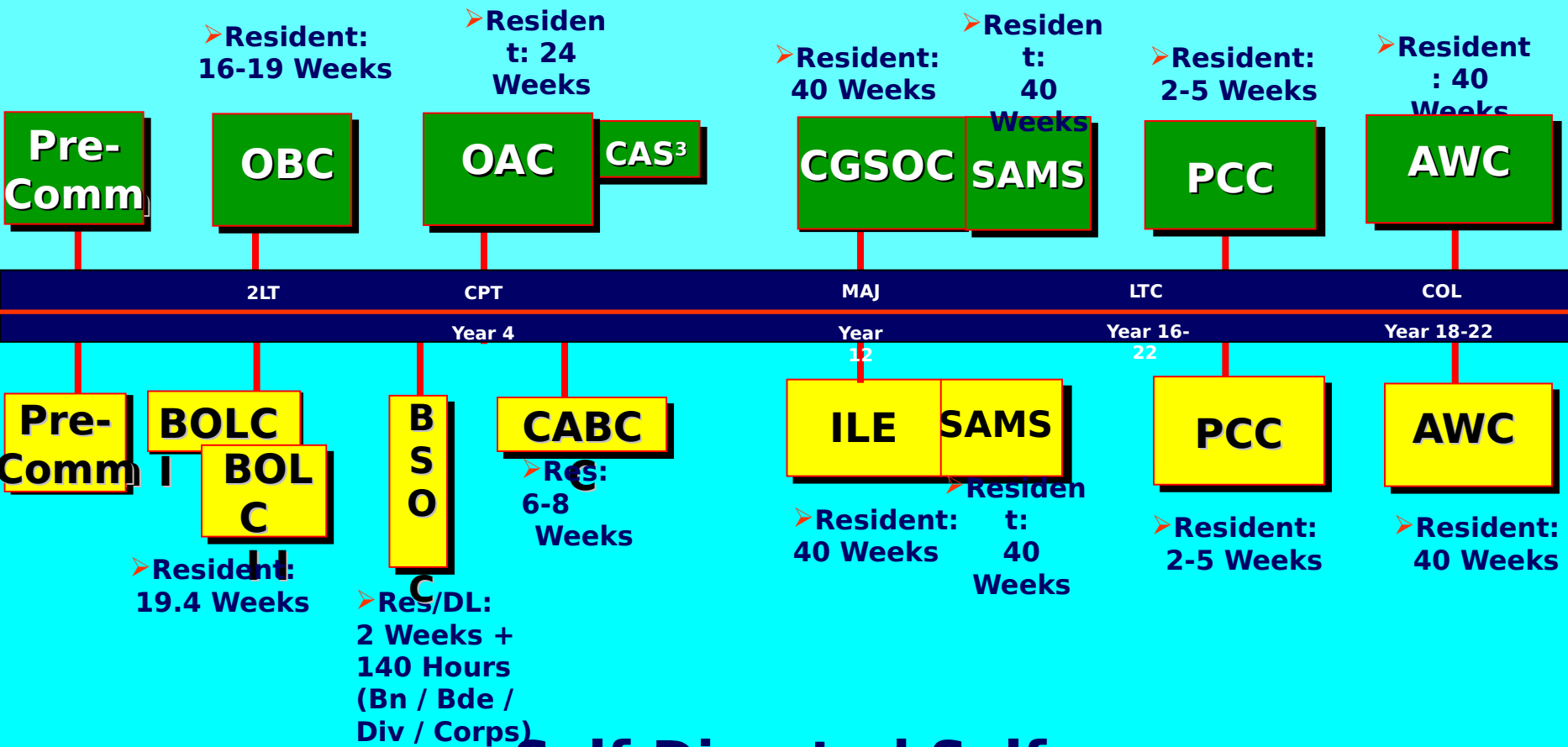
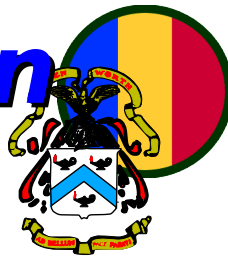
- CGSOC and AWC confirmed OES gaps in the areas of JFC, JTF, JFLCC, ARFOR and ASCC
- JPME II throughput is inadequate for joint staff officer requirements
- Resident MEL-1 and MEL-4 officers comprise less than 20% of assigned strength in ARFOR and ASCC commands

Recommendations

- Revise AWC and CGSOC to provide JPME II instruction to all officers
- Develop DL course to provide maximum learning opportunities for officers at their required time and place



Tomorrow's Officer Education System (OES)



Self-Directed Self-Development
Warrior Knowledge Network